Department of Health & Human Services Administration for Children and Families

Program Office: Office of Community Services

Funding Opportunity Compassion Capital Fund (CCF)

Title: Demonstration Program

Announcement Type: Initial

Funding Opportunity HHS-2009-ACF-OCS-EJ-0009

Number:

CFDA Number: 93.009

Due Date for 06/22/2009

Applications:

Executive Summary:

The Administration for Children and Families (ACF), Office of Community Services (OCS), announces that applications will be accepted for new grants pursuant to the U.S. Department of Health and Human Services (HHS) Compassion Capital Fund (CCF) authorized under Section 1110 of the Social Security Act governing Social Services Research and Demonstration activities; Department of Labor, HHS, and Education, and Related Agencies Appropriations Act, 2008, Public Law (P.L.) 110-161, and; Consolidated Security, Disaster Assistance and Continuing Appropriations Act, 2009, P.L. 110-329.

Pursuant to this announcement, ACF will award funds to experienced organizations to deliver capacity building services to faith-based and community organizations through the provision of training, technical assistance, and sub-awards.

Intermediary organizations will assist faith-based and community organizations with capacity building activities in four critical areas: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement. Capacity building activities are designed to increase an organization's sustainability and effectiveness, enhance its ability to provide social services, and create collaborations to better serve those most in need.

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I. FUNDING OPPORTUNITY DESCRIPTION

Statutory Authority

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Description

A. Background

Faith-based and community organizations have a long history of providing an array of important services to people in need in the United States. These organizations are well positioned to assist individuals and families with the most pressing social service needs.

In recognition of this history and ability, the Federal Government believes it should be a resource for nonprofits and community organizations, both secular and faith based, looking for ways to make a bigger impact in their communities. CCF is a key part of the effort to enhance and expand the participation of faith-based and community groups serving those in need. Intermediary organizations awarded funds under this announcement will serve as partners to both the Federal Government and to the faith-based and community organizations that they assist. The intermediaries will represent a diverse set of affiliations and will assist community-level organizations

that have a range of service goals, target populations, affiliations, and beliefs.

The CCF Demonstration program focuses on building the capacity of faith-based and community organizations and programs working in the following social service priority areas: low-income individuals seeking to gain greater access to State and Federal benefits and tax credits; low-income individuals seeking to secure and retain employment, earn higher wages, and obtain better-quality jobs; low-income individuals and families in need of financial education, credit counseling, and access to individual development accounts and other asset building strategies; the homeless; elders in need; at-risk youth, including Native American youth; and families in transition from welfare to work.

For example, nonprofits receiving a sub-award from a CCF Demonstration grantee could use the funds to purchase computers or set up a computer lab to provide free, online information on State and Federal benefits for low- and moderate-income individuals. Funds could also be used for developing a resource directory to help increase access to the benefits (e.g., benefits available under the American Recovery and Reinvestment Act (ARRA) of 2009) for which individuals and families are eligible. An organization receiving a sub-award under this announcement could use the funding to establish a one-stop center where individuals can obtain free, customized benefits information, tax information, information on ARRA, and/or apply for benefits and file tax returns. Organizations receiving a sub-award under this announcement could also use the funding to build their capacity to provide such services as financial education, money management, credit repair and debt counseling, tax preparation assistance, assistance accessing Earned Income Tax Credit and other refundable credits, individual development accounts, and other assetbuilding services for low-income families and communities. These examples are meant to be illustrative, not exhaustive.

B. Definitions

Capacity Building: Capacity building is the process of implementing activities critical to the long-term viability of organizations by increasing the effectiveness of programmatic activities and organizational operations. Capacity building activities are designed to increase an organization's sustainability, enhance its ability to provide social services, and create collaborations to better serve those most in need.

Critical Areas of Capacity Building: For purposes of this program announcement, there are four critical areas of capacity building: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement. Specific examples of activities in each of the four areas of capacity are provided in Section I.D. Capacity Building Training and Technical Assistance.

Distressed Community: For purposes of this program announcement, a distressed community is a neighborhood or other well-defined geographic community with an unemployment rate and/or poverty rate *greater than* the State or national rate.

Experienced Organizations: Under this announcement, applicant organizations should have experience in providing capacity building training, technical assistance and/or financial assistance to smaller faith-based and community organizations in a well-defined geographic community. ACF encourages applications from organizations that propose to work with and have experience working with faith-based and community organizations that historically have not been supported by Federal funds.

Intermediary Organizations: For the purposes of this program announcement, intermediary organizations are those that serve as a bridge between the Federal Government and grassroots organizations providing them training, technical assistance and Federal sub-grants, or sub-awards, for capacity building purposes. Intermediary organizations serve as partners with the Federal government to help faith-based and community organizations better address the needs of those in need.

Secular Social Service Programs: Secular social service programs are programs that conform to Federal regulations at 45 CFR Part 87. Generally, this means that such programs: 1) offer a social service to the community, 2) contain no inherently religious content, 3) are separate in time or place from religious activities, and 4) do not require the beneficiaries of the program to attend any inherently religious activity sponsored by the organization, even if such activity is separate in time or place from the secular social service program. Nonprofit organizations that participate as sub-award recipients and/or technical assistance recipients must have at least one substantial secular social service program that will benefit as a result of the intermediary assistance.

Social Service Priority Area: The programmatic focus of faith-based and community organizations receiving training, technical assistance, and/or financial sub-awards under this announcement. The CCF

Demonstration program focuses on building the capacity of faith-based and community organizations and programs working in the following social service priority areas: low-income individuals seeking to gain greater access to State and Federal benefits and tax credits; low-income individuals seeking to secure and retain employment, earn higher wages, and obtain better-quality jobs; low-income individuals and families in need of financial education, credit counseling, and access to individual development accounts and other asset building strategies; the homeless; elders in need; at-risk youth, including Native American youth; and families in transition from welfare to work.

Training and Technical Assistance: For purposes of this program announcement, *technical assistance* refers to consultation that is specifically customized or tailored to the needs of the particular faith-based or community organization. A minimum of 50 percent of an applicant organization's training and technical assistance strategy must be in the form of direct and individualized technical assistance to address the identified priority needs of the faith-based and community organization (e.g., "one-on-one" assistance to the organization's leadership, key staff and/or board).

For purposes of this program announcement, *training* refers to group-based adult education and skill-building activities (e.g., workshops).

Training and technical assistance activities must produce measurable results for the organizations served. Training and technical assistance activities funded under CCF are to be offered at no cost to interested faith-based and community organizations.

Training, Technical Assistance and Sub-Award Work Plan:

Within 45 days of receipt of an award under this program announcement, intermediary grantee organizations will be required to develop, with guidance from and in consultation with ACF, a detailed work plan to issue sub-awards. ACF will work with grantees to develop a concrete training, technical assistance, and sub-award work plan from their proposed project. ACF must review and approve this plan prior to the issuance of such sub-awards, plans, and/or procedures for the issuance of sub-awards using Federal funds awarded under this program announcement.

Well-Defined Geographic Location: For purposes of this announcement, the well-defined geographic location is the service area of an intermediary organization's project. An applicant must describe this service area as part of its application. In all but rare cases, intermediary organizations will be physically located in the geographic area they propose to serve. In addition, for an intermediary

organization to provide effective training and technical assistance in capacity building, it should demonstrate a cultural sensitivity that establishes credibility with its target audience of grassroots organizations in the geographic area it proposes.

C. Program Purpose and Objectives

The goal of the CCF Demonstration program is to help grassroots faith-based and community organizations maximize their social impact as they provide services to those most in need including low-income individuals seeking to gain greater access to State and Federal benefits and tax credits; low-income individuals seeking to secure and retain employment, earn higher wages, and obtain better-quality jobs; low-income individuals and families in need of financial education, credit counseling, and access to individual development accounts and other asset building strategies; the homeless; elders in need; at-risk youth, including Native American youth; and families in transition from welfare to work.

The CCF Demonstration program provides funding for intermediary organizations in well-defined geographic communities with a proven track record of community involvement and experience in providing training and technical assistance to smaller faith-based and community organizations in those well-defined geographic communities. These intermediary organizations serve as a bridge between the Federal Government and the grassroots faith-based and community organizations that the CCF Demonstration program is designed to assist.

The CCF Demonstration program does not fund direct social service provision. Rather, the CCF Demonstration program funds capacity building activities that produce measurable effects that result in more sustainable organizations. By addressing issues that are critical to the long-term viability of nonprofit organizations, faith-based and community organizations are better prepared and positioned to understand and meet the needs of their communities.

Organizations and their faith-based and community partners shall not use direct Federal grants or contracts under the CCF Demonstration program to support inherently religious activities, such as religious instruction, worship, or proselytization. Therefore, an organization must take steps to separate, in time or place, their inherently religious activities from the CCF-funded services. Some of the ways organizations may accomplish this include, but are not limited to, promoting only the Federally-funded program in materials or websites

created with any portion of the Federal funds. Further, participation in such activity by individuals receiving services must be voluntary.

A faith-based organization receiving HHS funds retains its independence from Federal, State, and local governments, and may continue to carry out its mission, including the definition, practice, and expression of its religious beliefs. For example, a faith-based organization may use space in its facilities to provide secular programs or services funded with Federal funds without removing religious art, icons, scriptures, or other religious symbols. In addition, a faith-based organization that receives Federal funds retains its authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents in accordance with all CCF Demonstration program requirements, statutes, and other applicable requirements governing the conduct of HHS-funded activities. Regulations pertaining to the Equal Treatment for Faith-Based Organizations, which includes the prohibition against Federal funding of inherently religious activities, can be found at either 45 Code of Federal Regulations (CFR) 87.1 or the HHS website at http://www.os.hhs.gov/fbci/waisgate21.pdf.

CCF grants are intended to expand the capacity of community and faith-based organizations to deliver social services in a secular manner through, among other things, an enhanced ability to compete for Federal grants in the future. These grants cannot be used to provide direct client services.

As a program of ACF, CCF is intended to support organizations that promote the economic and social well-being of families, children, individuals, and communities. As such, CCF funds can pay for capacity building activities that result in improved social service programs and activities. For example, CCF funds may pay for trainings such as board development workshops. Additionally, CCF funds may purchase equipment or supplies such as computers or computer software that can improve program services. CCF funds may not pay for capacity building activities that support medical and/or health care related activities or items such as medical equipment or supplies or medically-oriented trainings, certifications, or licensures.

ACF encourages applications from organizations that propose to work with and have experience working with faith-based and community organizations that historically have not been supported by Federal funds. Intermediaries must be established organizations with well-

developed connections and working relationships with the nonprofit community in the well-defined geographic area they propose to serve. In all but rare cases, intermediaries will be physically located in the geographic area they propose to serve. In addition, for an intermediary organization to provide effective training and technical assistance in capacity building, it should demonstrate a cultural sensitivity that establishes credibility with its target audience of faith-based and community organizations in the geographic area they select.

OCS will give preference to organizations that demonstrate that the Federal amount requested is reasonable and manageable as evidenced by the organization's last two fiscal years' operating budgets.

Successful applicants must be willing to work closely with ACF, and any entities funded by ACF, to coordinate, assist, or evaluate the activities of the intermediary organizations providing technical assistance and issuing sub-awards.

D. Training, Technical, and Financial Support Services

Intermediary organizations will provide two services within their communities:

- 1. Capacity building training and technical assistance to faith-based and community organizations; and
- 2. Financial support, through sub-awards, to some subset of the organizations receiving training and technical assistance.

Capacity Building Training and Technical Assistance

ACF seeks intermediary organizations with demonstrated ability to provide training and technical assistance to faith-based and community organizations in four critical areas of capacity building: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement. Applicants must demonstrate the ability to provide training and technical assistance in all four areas of capacity building. The process the applicant will employ to conduct outreach, identify, and select organizations to receive training and technical assistance must be open to both faith-based and community organizations. The applicant may accomplish this through either a single organization or through partnerships among several organizations. If organizations propose to collaborate to provide CCF intermediary services, they must have a well-developed working relationship and a history of working together prior

to the announcement of this funding opportunity. CCF monies are not intended to be passed through to existing grantees, which already receive these funds. Consequently, the funds are not intended to be used by CCF intermediaries to contract services or technical assistance with other CCF intermediaries. All potential contractors must be approved by ACF, once identified in the application, as required in Section V.1., application criteria, "organizational profiles" subsection (c).

In addition, intermediaries are not to use CCF monies to provide contracts to organizations that provide the intermediary with a cost share match. If such a relationship is proposed, the applicant must demonstrate that there is an arms-length nature to the two separate agreements or that they are not otherwise dependent upon each other.

Applicants must submit a coherent plan for providing training and technical assistance in all four of the critical areas of capacity building. Training and technical assistance activities must produce measurable results for the organizations served. Examples of the kinds of allowable activities that relate to each element are listed below. This list is intended to be illustrative, not exhaustive. This plan will be detailed in the training, technical assistance and sub-award work plan due 45 days after receipt of an award under this announcement.

Please note that direct fundraising, such as costs associated with special events, direct mail campaigns, or solicitation of donors, is in violation of the Office of Management and Budget (OMB) cost principles applicable to most grantees including nonprofit organizations.

Critical Areas with Examples of Allowable Activities

- 1. Leadership Development
- -- Board Composition and Function
- -- Staff Professional and Career Development
- -- Training and Development of Volunteers
- -- Succession Planning
 - 2. Organizational Development
- -- Board Governance

- -- Systems: Management, Human Resources, Financial, Information Technology, Planning
- -- Written Policies and Procedures
- -- Fiscal Controls
- Comprehensive Communications Strategy
- -- Nonprofit Incorporation
- -- Grant Writing Training
 - 3. Program Development
- -- Curriculum Development
- -- Program Monitoring
- -- Evaluation of Program Outcomes
 - 4. Community Engagement
- -- Community Asset Mapping
- -- Community Needs Assessment
- -- Community Outreach

Intermediaries must demonstrate their ability to correctly assess the greatest capacity building needs of the organizations they propose to serve. Applicants must describe the process they will use to assist faith-based and community organizations with the identification of organizational needs. Applicants must include a detailed description of pre- and post-assessment methods to be used to determine the measurable impact of training, technical assistance, and sub-award activities provided.

It is expected that intermediaries will deliver both training and technical assistance. Training conferences and workshops may be part of an applicant's plan, but they must not be its sole focus. Training and technical assistance activities funded under CCF are to be offered at no cost to interested faith-based and community organizations.

Technical assistance must be provided on a long-term, ongoing basis, rather than through single or short-term contacts, such as a regional or nationwide series of seminars or conferences. The training and technical assistance strategy must address a minimum of two of the identified critical area needs for each faith-based and community

organization served; although, it is expected that in the aggregate, faith-based and community organizations served will represent the full range of all four critical areas. A minimum of 50 percent of training and technical assistance provided by an intermediary must be in the form of direct and individualized technical assistance to address the identified priority needs of the faith-based and community organization (*i.e.*, "one-on-one" assistance to the organization's leadership, key staff and/or board).

Financial Support Through Sub-Awards

CCF intermediaries will be required to issue sub-awards through a competitive process in an amount representing at least 40 percent of the total Federal funds requested.

ACF will work closely with organizations that receive funding to ensure that CCF monies are used appropriately and in the most effective manner possible. Within 45 days of receipt of an award under this announcement, intermediary grantee organizations will be required to develop, with guidance from and in consultation with ACF, a detailed work plan to issue sub-awards. ACF will work with grantees to develop their sub-award strategy into a concrete training, technical assistance, and sub-award work plan. ACF must review and approve this plan prior to the issuance of any such sub-awards, plans, and/or procedures for the issuance of sub-awards using Federal funds awarded under this announcement. Any plans and procedures for issuance of a sub-award must follow the language as outlined in the sub-award strategy section below. Intermediary organizations must report on the use of funds for sub-awards. Intermediary organizations will also be required to develop, with guidance from and in consultation with ACF, an evaluation plan within six months of receipt of an award for working with sub-awardees to develop outcome measures and to evaluate the activities supported by the sub-awards.

Sub-Award Strategy Requirements

Applications should describe a sub-award program that incorporates the following criteria (see Section V.1.):

- At least 40 percent of the total Federal funds requested will be issued as sub-awards.
- The sub-award application process will be completely open without any recipients being pre-selected or otherwise given a competitive advantage or discriminated against, including

discrimination on the basis of the organization's religious character or affiliation.

- All proposed outreach activities for sub-award applications will include approaches that will reach both faith-based and community organizations.
- The applicant will ensure that all faith-based and community organizations with which it works will have full information to ensure their knowledge and awareness that CCF funds may not be used to build organizations' capacity to provide programs or services that include inherently religious activities and that if a sub-award or technical assistance recipient provides programs or services that include inherently religious activities then such activities must be separate in time or place from the programs or services that the organization is seeking to improve through CCF. Intermediaries will inform sub-awardees that their activities are governed by all applicable Federal laws and regulations including those in 45 CFR 87.1, which states that direct Federal grants, sub-award funds, or contracts under the Department of Health and Human Services shall not be used to support inherently religious activities such as religious instruction, worship, or proselytization.
- Intermediary organizations will provide ongoing technical assistance and capacity building support to the organizations to which they issue sub-awards.
- Priority for sub-awards will be given to organizations that historically have not received funds from the Federal Government.
- Priority for sub-awards will be given to organizations whose annual budgets do not exceed \$500,000.
- Intermediary organizations will provide sub-awards directly to nonprofit faith-based and community organizations rather than making cluster grants, i.e., single awards intended to be reawarded to a group of nonprofit organizations. Each sub-award from the intermediary will be intended to benefit the individual sub-awardee.
- Priority for sub-awards will be given to organizations implementing program(s) in the several specified social service priority areas: low-income individuals seeking to gain greater

access to State and Federal benefits and tax credits; low-income individuals seeking to secure and retain employment, earn higher wages, and obtain better-quality jobs; low-income individuals and families in need of financial education, credit counseling, and access to individual development accounts and other asset building strategies; the homeless; elders in need; atrisk youth, including Native American youth; and families in transition from welfare to work.

- There will be no requirement for sub-award applicants to provide matching funds or given a preference in the selection process if they offer matching funds in their applications.
- There will be no requirement that sub-award applicants have 501(c)(3) status or identify a sponsoring organization with 501(c)(3) status.
- Organizations that partner with an intermediary to deliver technical assistance, or provide part or all of the cost-share (funds or in-kind) for the proposed project, are not be eligible for sub-awards.
- The approach will ensure that sub-awards will be made in amounts manageable for a small organization.
- Intermediaries will not provide recipients of a CCF sub-award a second sub-award for the duration of the grant; however, such organizations may participate, at no cost, in the training and technical assistance provided by the intermediary.
- The proposed sub-award approach will ensure that funds are used for capacity building activities that further the sustainability of sub-awardees' social service efforts and are matched to the developmental needs and levels of the organizations (e.g., funds may be provided to fledgling organizations to improve their basic functions, such as attaining 501(c)(3) status or developing sound financial systems).
- Sub-awards will not be used to provide direct services, direct fundraising activities, nor construction activities, but rather to improve the sub-awardees' efficiency and capacity.

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II. AWARD INFORMATION

Funding Instrument Type: Grant

Estimated Total Program Funding: \$17,250,000

Expected Number of Awards: 35

Ceiling on Amount of Individual \$500,000 per project period

Awards:

Floor on Amount of Individual None

Awards:

Average Projected Award Amount: \$490,000 per project period

Length of Project Periods: 12-month project and budget period

Awards under this announcement are subject to the availability of funds.

Additional Information on Awards:

Under this announcement, there is one project and budget period of 12 months. No continuation awards will be offered.

Please see *Section IV.5* for any restrictions on the use of funds for awards made under this announcement.

III. ELIGIBILITY INFORMATION

1. Eligible Applicants

A. Eligible Applicants:

- State governments
- County governments
- City or township governments
- Public and State-controlled institutions of higher education
- Indian/Native American Tribal governments (Federally recognized and other than Federally recognized)
- Nonprofits with 501(c)(3) IRS status (other than institutions of higher education)

- Nonprofits without 501(c)(3) IRS status (other than institutions of higher education)
- Private institutions of higher education
- For-profit organizations (other than small businesses)
- Small businesses
- Special district governments
- Independent school districts

As a demonstration program, CCF aims to fund a broad range of organizations and program models. Because of this, current CCF grantees [Fiscal Year (FY) 2007 CCF Demonstration program grantees and FY 2007 Communities Empowering Youth (CEY) grantees] are not eligible to apply for a 2009 CCF Demonstration program award.

Please see *Section IV* for required documentation supporting eligibility or funding restrictions if any are applicable.

Foreign entities are <u>not</u> eligible under this announcement.

Faith-based and community organizations are eligible to apply under this announcement.

2. Cost Sharing or Matching: Yes

Grantees must provide at least <u>20 percent</u> of the total approved cost of the project. The total approved cost of the project is the sum of the ACF (Federal) share and the non-Federal share. The non-Federal share may be met by cash or in-kind contributions, although applicants are encouraged to meet their match requirements through cash contributions. For example, in order to meet the match requirements, a project requesting \$500,000, in ACF (Federal) funds must provide a non-Federal share of the approved total project cost of at least \$125,000, which is <u>20</u> percent of total approved project cost of \$625,000. Grantees will be held accountable for commitments of non-Federal resources even if they exceed the amount of the required match. Failure to provide the required amount will result in the disallowance of Federal funds. A lack of supporting documentation at the time of application will not exclude the application from competitive review.

The following chart demonstrates several examples of minimum cost shares:

Federal	20 Percent	Total
Request	Cost Share	Approved

		Project Cost
\$500,000	\$125,000	\$625,000
\$450,000	\$112,500	\$562,500
\$400,000	\$100,000	\$500,000
\$350,000	\$87,500	\$437,500
\$300,000	\$75,000	\$375,000
\$200,000	\$50,000	\$250,000
\$100,000	\$25,000	\$125,000

3. Other:

Organizations that partner with an intermediary to deliver technical assistance, or provide part or all of the cost share (funds or in-kind) for the proposed project, are not eligible for financial sub-awards.

Disqualification Factors

Applications with requests that exceed the ceiling on the amount of individual awards referenced in *Section II*. Award Information will be deemed non-responsive and will not be considered for funding under this announcement.

Any application that fails to satisfy the deadline requirements referenced in *Section IV.3.*, Submission Dates and Times, will be deemed non-responsive and will not be considered for funding under this announcement.

Applications received from FY 2007 CCF Communities Empowering Youth (CEY) program grantees will be deemed non-responsive and will not be considered for funding under this announcement.

Applications received from FY 2007 CCF Demonstration program grantees will be deemed non-responsive and will not be considered for funding under this announcement.

IV. APPLICATION AND SUBMISSION INFORMATION

1. Address to Request Application Package:

Eduardo Hernandez Administration for Children and Families Office of Community Services Operation Center Compassion Capital Fund Demonstration Program 1515 Wilson Boulevard, Suite 100 Arlington, VA 22209

Phone: (800) 281-9519 Email: OCS@lcgnet.com

For hearing or speech impaired callers, contact the Federal Relay Service at 1-800-877-8339 (TTY (Text Telephone) / ASCII (American Standard Code For Information Interchange)).

2. Content and Form of Application Submission:

This section provides information on the required form and content of application submissions. Applicants are required to submit one original and two copies of all application materials if applying in hard-copy. The original signature of the Authorized Organization Representative (AOR) is required only on the original. Information on the required format, Standard Forms (SFs) and other forms, D-U-N-S Requirement, Project Description, Certifications, Assurances, Electronic Submission of applications, and Hard Copy submission of applications is available in this section. A Checklist of required application elements is available for applicants' use in *Section VIII* of this announcement.

General

The application must be double-spaced and single-sided on 8.5" x 11" plain white paper, with 1" margins on all sides. The application must use Times New Roman 12-point font or Arial 12-point font.

The Table of Contents must not exceed one page. Pages submitted beyond one page will not be considered during the panel review.

The Project Abstract must not exceed one page. Pages submitted beyond one page will not be considered during the panel review.

The Project Narrative must not exceed 25 pages. Pages submitted beyond the first 25 in the application's Project Narrative section will not be considered during the panel review.

The Appendix must not exceed 20 pages. The Appendix may include the sample assessment tool(s) to be used to assist organizations served in identifying organizational needs in the four critical capacity building areas and any other additional supporting documentation. Pages submitted beyond 20 pages will not be considered during the panel review.

The Budget, Narrative Budget Justification, Standard Forms for Assurances, Certifications, Disclosures, and cost-share letters are not included in the Project Narrative and Appendix page limitations.

All pages of the application must be sequentially numbered.

Applicants should not send pamphlets, brochures, or other printed material along with their applications. These materials, if submitted, will not be included in the review process. In addition, applicants should not submit any additional letters of endorsement beyond any that may be required.

Non-Federal Reviewers

Since ACF will be using non-Federal reviewers in the review process, applicants have the option of omitting from the application copies (not the original) specific salary rates or amounts for individuals specified in the application budget as well as Social Security Numbers, if otherwise required for individuals. The copies may include summary salary information.

If applicants are submitting their application electronically, ACF will omit the same specific salary rate information from copies made for use during the review and selection process.

Forms

Applicants seeking financial assistance under this announcement must file the appropriate Standard Forms (SFs) as described in this section. All applicants must submit an SF-424, Application for Federal Assistance. For non-construction programs, applicants must also submit an SF-424A, Budget Information and an SF-424B, Assurances. For construction programs, applicants must also submit SF-424C, Budget Information and SF-424D, Assurances. All required Standard Forms are available at:

http://www.acf.hhs.gov/grants/grants_resources.html.

Non-profit private organizations (not including private universities) are encouraged to submit the "Survey on Ensuring Equal Opportunity for Applicants" with their applications. Applicants using a hard copy application, place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. Applicants applying electronically, please submit

this survey along with your application. The Survey may be found at http://www.acf.hhs.gov/grants/grants_resources.html.

Please reference Section IV.3 for details about acknowledgement of received applications.

D-U-N-S Requirement

All applicants must have a D&B Data Universal Numbering System (D-U-N-S) number. A D-U-N-S number is required whether an applicant is submitting a paper application or using the government-wide electronic portal, <u>Grants.gov</u>. A D-U-N-S number is required for every application for a new award or renewal/continuation of an award, including applications or plans under formula, entitlement, and block grant programs. A D-U-N-S number may be acquired at no cost by calling the dedicated toll-free D-U-N-S number request line at 1-866-705-5711 or you may request a number online at http://www.dnb.com.

PROJECT DESCRIPTION

Part I THE PROJECT DESCRIPTION OVERVIEW

PURPOSE

The project description provides the majority of information by which an application is evaluated and ranked in competition with other applications for available assistance. The project description should be concise and complete. It should address the activity for which Federal funds are being requested. Supporting documents should be included where they can present information clearly and succinctly. In preparing the project description, information that is responsive to each of the requested evaluation criteria must be provided. Awarding offices use this and other information in making their funding recommendations. It is important, therefore, that this information be included in the application in a manner that is clear and complete.

GENERAL EXPECTATIONS AND INSTRUCTIONS

ACF is particularly interested in specific project descriptions that focus on outcomes and convey strategies for achieving intended performance. Project descriptions are evaluated on the basis of substance and measurable outcomes, not length. Extensive exhibits are not required. Cross-referencing should be used rather than repetition. Supporting information concerning activities that will not be directly funded by the grant or information that does not directly

pertain to an integral part of the grant-funded activity should be placed in an appendix.

Part II GENERAL INSTRUCTIONS FOR PREPARING A FULL PROJECT DESCRIPTION

INTRODUCTION

Applicants that are required to submit a full project description shall prepare the project description statement in accordance with the following instructions while being aware of the specified evaluation criteria. The text options give a broad overview of what the project description should include while the evaluation criteria identify the measures that will be used to evaluate applications.

TABLE OF CONTENTS

List the contents of the application including corresponding page numbers.

PROJECT SUMMARY/ABSTRACT

Provide a summary of the project description (one page or less) with reference to the funding request.

OBJECTIVES AND NEED FOR ASSISTANCE

Clearly identify the physical, economic, social, financial, institutional, and/or other problem(s) requiring a solution. The need for assistance must be demonstrated and the principal and subordinate objectives of the project must be clearly stated; supporting documentation, such as letters of support and testimonials from concerned interests other than the applicant, may be included. Any relevant data based on planning studies should be included or referred to in the endnotes/footnotes. Incorporate demographic data and participant/beneficiary information, as needed. In developing the project description, the applicant may volunteer or be requested to provide information on the total range of projects currently being conducted and supported (or to be initiated), some of which may be outside the scope of the program announcement.

RESULTS OR BENEFITS EXPECTED

Identify the results and benefits to be derived.

For example, an outcome is defined as any benefit or change in the capacity of nonprofit organizations after receiving services. Outcome measures should indicate progress towards the following outcomes in

the grassroots organizations served: 1) improving knowledge and skills in the effective operation of social service organizations and programs; 2) implementing management and organizational improvements; 3) expanding and diversifying funding sources; and 4) expanding and enhancing social services. Outcome measures should include, at a minimum, the number of management and organizational improvements implemented; the amount of increased funding from public and private sources; the number of organizations that have diversified their funding sources; the number of expansions and enhancements of social services; and the number of additional persons served as a result of the funded capacity building activities.

APPROACH

Outline a plan of action that describes the scope and detail of how the proposed work will be accomplished. Account for all functions or activities identified in the application. Cite factors that might accelerate or decelerate the work and state your reason for taking the proposed approach rather than others. Describe any unusual features of the project such as design or technological innovations, reductions in cost or time, or extraordinary social and community involvement.

Applicants should demonstrate their ability to provide training, technical assistance and financial assistance through competitive subawards to faith-based and community organizations. Applicants should demonstrate the ability to address all of the four critical areas of capacity building: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement, either on its own or through partnerships. The proposed training and technical assistance capacity building activities must address the identified needs of faith-based and community organizations served in each of the four critical areas of capacity building. An applicant's CCF project must be open to both faith-based and community organizations. The schedule for accomplishing grant funded activities and major milestones must be logical and attainable. An applicant's training and technical assistance strategy should be comprehensive; include a reasonable process to outreach to, identify, and select organizations with capacity building needs to receive training and technical assistance; and provide a rationale for proposed estimates for the number and types of organizations expected to receive training and technical assistance. An applicant should describe thoroughly how they will provide appropriate one-on-one technical assistance to sub-awardees. An applicant should demonstrate that the proposed plan and approach meets the requirement that a minimum of 50 percent of the technical assistance provided by intermediaries must

be in the form of direct and individualized technical assistance to address the identified priority needs of the individual faith-based and community organizations (i.e., "one-on-one" assistance to the organization's leadership, key staff and/or board). Applicants must describe a plan for identifying and selecting sub-award recipients through a competitive process that is complete and reasonable; provides logical estimates for the types and number of organizations expected to apply for and receive funding; identifies and justifies capacity building needs for which sub-awards may be used that conform with the requirements in this grant announcement. Applicants must describe a sub-award program that demonstrates the CCF program guidelines for provision of financial assistance through subawards. An applicant's evaluation plan should include a description of data collection instruments and/or interview protocols. Applications should provide documentation that the proposed project will be implemented in a distressed community, engages organizations that serve low-income populations, and addresses a vital need in a distressed community. Applicants must include the last two fiscal years' operating budgets of their organization to demonstrate that the total Federal amount requested is reasonable and manageable. The application should request an amount of Federal funding that is proportional to the size of the applicant's recent operating budgets. For example, it would be unreasonable for an organization that operated with \$100,000 in 2007 and \$110,000 in 2008 to request \$500,000 in Federal funds. Detailed breakdowns of the organizational operating budget are not required.

Provide quantitative monthly or quarterly projections of the accomplishments to be achieved for each function or activity in such terms as the number of people to be served and the number of activities accomplished.

When accomplishments cannot be quantified by activity or function, list them in chronological order to show the schedule of accomplishments and their target dates.

If any data is to be collected, maintained, and/or disseminated, clearance may be required from OMB. This clearance pertains to any "collection of information that is conducted or sponsored by ACF."

Provide a list of organizations, cooperating entities, consultants, or other key individuals who will work on the project along with a short description of the nature of their effort or contribution.

EVALUATION

Provide a narrative addressing how the conduct of the project and the results of the project will be evaluated. In addressing the evaluation of results, state how you will determine the extent to which the project has achieved its stated objectives and the extent to which the accomplishment of objectives can be attributed to the project. Discuss the criteria to be used to evaluate results, and explain the methodology that will be used to determine if the needs identified and discussed are being met and if the project results and benefits are being achieved. With respect to the conduct of the project, define the procedures to be employed to determine whether the project is being conducted in a manner consistent with the work plan presented and discuss the impact of the project's various activities that address the project's effectiveness.

GEOGRAPHIC LOCATION

Describe the precise location of the project and boundaries of the area to be served by the proposed project. Maps or other graphic aids may be attached.

ADDITIONAL INFORMATION

The following are requests for additional information that must be included in the application:

FLIGIBILITY CERTIFICATION

Applicants must provide the following as certification of their eligibility under this program announcement. Please provide:

Proof of Non-Profit Status

Non-profit organizations applying for funding are required to submit proof of their non-profit status. Proof of non-profit status is any one of the following:

- A reference to the applicant organization's listing in the IRS's most recent list of tax-exempt organizations described in the IRS Code.
- A copy of a currently valid IRS tax-exemption certificate.
- A statement from a State taxing body, State attorney general, or other appropriate State official certifying that the applicant organization has non-profit status and that none of the net earnings accrue to any private shareholders or individuals.

- A certified copy of the organization's certificate of incorporation or similar document that clearly establishes non-profit status.
- Any of the items in the subparagraphs immediately above for a State or national parent organization and a statement signed by the parent organization that the applicant organization is a local non-profit affiliate.

When applying electronically, proof of non-profit status may be submitted as an attachment; however, proof of non-profit status must be submitted prior to award.

STAFF AND POSITION DATA

Provide a biographical sketch and job description for each key person appointed. Job descriptions for each vacant key position should be included as well. As new key staff is appointed, biographical sketches will also be required.

ORGANIZATIONAL PROFILES

Provide information on the applicant organization(s) and cooperating partners, such as: organizational charts; financial statements; audit reports or statements from Certified Public Accountants/Licensed Public Accountants; Employer Identification Number(s); contact persons and telephone numbers; names of bond carriers; child care licenses and other documentation of professional accreditation; information on compliance with Federal/State/local government standards; documentation of experience in the program area; and, other pertinent information.

LETTERS OF SUPPORT

Provide statements from community, public, and commercial leaders that support the project proposed for funding. All submissions should be included in the application package or by the application deadline.

BUDGET AND BUDGET JUSTIFICATION

Provide a budget with line-item detail and detailed calculations for each budget object class identified on the Budget Information Form (SF-424A or SF-424C). Detailed calculations must include estimation methods, quantities, unit costs, and other similar quantitative detail sufficient for the calculation to be duplicated. If matching is a requirement, include a breakout by the funding sources identified in Block 15 of the SF-424.

Provide a narrative budget justification that describes how the categorical costs are derived. Discuss the necessity, reasonableness, and allocation of the proposed costs.

GENERAL

Use the following guidelines for preparing the budget and budget justification. Both Federal and non-Federal resources (when required) shall be detailed and justified in the budget and budget narrative justification. "Federal resources" refers only to the ACF grant funds for which you are applying. "Non-Federal resources" are all other non-ACF Federal and non-Federal resources. It is suggested that budget amounts and computations be presented in a columnar format: first column, object class categories; second column, Federal budget; next column(s), non-Federal budget(s); and last column, total budget. The budget justification should be in a narrative form.

PERSONNEL

Description: Costs of employee salaries and wages.

Justification: Identify the project director or principal investigator, if known at the time of application. For each staff person, provide: the title; time commitment to the project in months; time commitment to the project as a percentage or full-time equivalent; annual salary; grant salary; wage rates; etc. Do not include the costs of consultants, personnel costs of delegate agencies, or of specific project(s) and/or businesses to be financed by the applicant.

FRINGE BENEFITS

Description: Costs of employee fringe benefits unless treated as part of an approved indirect cost rate.

Justification: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, FICA, retirement insurance, taxes, etc.

TRAVEL

Description: Costs of project-related travel by employees of the applicant organization. (This item does not include costs of consultant travel).

Justification: For each trip show: the total number of traveler(s); travel destination; duration of trip; per diem; mileage allowances, if privately owned vehicles will be used; and other transportation costs and subsistence allowances. If

appropriate for this project, travel costs for key staff to attend ACF-sponsored workshops should be detailed in the budget.

EQUIPMENT

Description: "Equipment" means an article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) \$5,000. (Note: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation, shall be included in or excluded from acquisition cost in accordance with the organization's regular written accounting practices.)

Justification: For each type of equipment requested provide: a description of the equipment; the cost per unit; the number of units; the total cost; and a plan for use on the project; as well as use and/or disposal of the equipment after the project ends. An applicant organization that uses its own definition for equipment should provide a copy of its policy, or section of its policy, that includes the equipment definition.

SUPPLIES

Description: Costs of all tangible personal property other than that included under the Equipment category.

Justification: Specify general categories of supplies and their costs. Show computations and provide other information that supports the amount requested.

CONTRACTUAL

Description: Costs of all contracts for services and goods except for those that belong under other categories such as equipment, supplies, construction, etc. Include third-party evaluation contracts, if applicable, and contracts with secondary recipient organizations, including delegate agencies and specific project(s) and/or businesses to be financed by the applicant.

Justification: Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open and free competition. Recipients and subrecipients, other than States that are required to use 45 CFR Part 92 procedures, must justify any anticipated procurement action that is expected to be awarded without competition and exceeds the simplified acquisition threshold fixed at 41 USC 403(11), currently set at \$100,000.

Recipients might be required to make available to ACF pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc.

Note: Whenever the applicant intends to delegate part of the project to another agency, the applicant must provide a detailed budget and budget narrative for each delegate agency, by agency title, along with the required supporting information referred to in these instructions.

OTHER

Enter the total of all other costs. Such costs, where applicable and appropriate, may include but are not limited to: insurance; food; medical and dental costs (noncontractual); professional services costs; space and equipment rentals; printing and publication; computer use; training costs, such as tuition and stipends; staff development costs; and administrative costs.

Justification: Provide computations, a narrative description and a justification for each cost under this category.

INDIRECT CHARGES

Description: Total amount of indirect costs. This category should be used only when the applicant currently has an indirect cost rate approved by the Department of Health and Human Services (HHS) or another cognizant Federal agency.

Justification: An applicant that will charge indirect costs to the grant must enclose a copy of the current rate agreement. If the applicant organization is in the process of initially developing or renegotiating a rate, upon notification that an award will be made, it should immediately develop a tentative indirect cost rate proposal based on its most recently completed fiscal year, in accordance with the cognizant agency's guidelines for establishing indirect cost rates, and submit it to the cognizant agency. Applicants awaiting approval of their indirect cost proposals may also request indirect costs. When an indirect cost rate is requested, those costs included in the indirect cost pool should not be charged as direct costs to the grant. Also, if the applicant is requesting a rate that is less than what is allowed

under the program, the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed.

NON-FEDERAL RESOURCES

Description: Amounts of non-Federal resources that will be used to support the project as identified in Block 18 of the SF-424.

Justification: The firm commitment of these resources must be documented and submitted with the application so that the applicant is given credit in the review process. A detailed budget must be prepared for each funding source.

(As required by the **Paperwork Reduction Act of 1995**, **P.L. 104-13**, the public reporting burden for the Project Description is estimated to average 40 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection information. The Project Description information collection is approved under OMB control number 0970-0139, which expires 4/30/2010. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.)

Certifications

Applicants must furnish, prior to award, an executed copy of the Certification Regarding Lobbying. Applicants must sign and return the certification with their application. If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the applicant shall complete and submit Standard Form (SF)-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. The Certification Regarding Lobbying may be found at:

http://www.acf.hhs.gov/grants/grants_resources.html.

When required for programs that involve human subjects, the Protection of Human Subjects Assurance Identification/IRB Certification/Declaration of Exemption form must be submitted. All forms may be reproduced for use in submitting applications. Applicants must sign and return the appropriate standard forms with their application. The Protection of Human Subjects Assurance Identification/IRB Certification/Declaration of Exemption

(Common Rule) form may be found at: http://www.acf.hhs.gov/grants/grants_resources.html.

Assurances

By signing and submitting the application, applicants are making the appropriate certification of their compliance with all Federal statutes relating to nondiscrimination.

The Pro-Children Act of 1994, 20 U.S.C. 7183, imposes restrictions on smoking in facilities where federally funded children's services are provided. HHS grants are subject to these requirements only if they meet the Act's specified coverage. The Act specifies that smoking is prohibited in any indoor facility (owned, leased, or contracted for) used for the routine or regular provision of kindergarten, elementary, or secondary education or library services to children under the age of 18. In addition, smoking is prohibited in any indoor facility or portion of a facility (owned, leased, or contracted for) used for the routine or regular provision of federally funded health care, day care, or early childhood development, including Head Start services to children under the age of 18. The statutory prohibition also applies if such facilities are constructed, operated, or maintained with Federal funds. The statute does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, portions of facilities used for inpatient drug or alcohol treatment, or facilities where WIC coupons are redeemed. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1,000 per violation and/or the imposition of an administrative compliance order on the responsible entity. Additional information may be found in the HHS Grants Policy Statement at: http://www.acf.hhs.gov/grants/grants_related.html.

Electronic Submission

Applicants to ACF may submit their applications in either electronic or paper (hard copy) format. To submit an application electronically, applicants must use the http://www.Grants.gov site. ACF will not accept applications via facsimile or email.

IMPORTANT NOTE: Before submitting an application electronically, applicants must complete the organization registration process as well as obtain and register "electronic signature credentials" for the Authorized Organization Representative (AOR). Applicants also must be registered in the Central Contractor Registry (CCR). CCR registration must be updated annually. Applicants will not be able to upload an application to Grants.gov without current CCR

registration and electronic signature credentials for the AOR. This process may take more than five business days, so it is important to start this process early, well in advance of the application deadline.

Be sure to complete all Grants.gov registration processes listed on the Organization Registration Checklist

at http://www.acf.hhs.gov/grants/registration_checklist.html.

Applicants will be able to download a copy of the application package, complete it off-line, and then upload and submit the application via the Grants.gov site.

If planning to submit an application electronically via http://www.Grants.gov:

- It is strongly recommended that applicants do not wait until the application due date to begin the application process through Grants.gov. Applicants are encouraged to submit their applications well before the closing date and time so that, if difficulties are encountered, there will still be sufficient time to submit a hard copy via express mail.
- In order to address any difficulties that may be encountered during the submission process, it may be to an applicant's advantage to submit their applications 24 hours ahead of the closing date and time.
- Applicants are encouraged to check the Grants.gov webpage for announcements concerning system issues and updates that may affect the submission of applications.
- Checklists and registration brochures are maintained at the Grants.gov website to assist applicants in the registration process and may be found at: http://www.grants.gov/applicants/get_registered.jsp
- If any difficulties are encountered in using Grants.gov, contact the Grants.gov Contact Center at: 1-800-518-4726, or by email at support@grants.gov, to report the problem and obtain assistance. Remember to retain your service ticket number for reference whenever you have any interaction with the Grants.gov Contact Center.
- Electronic submission is voluntary, but strongly encouraged. Applicants will not receive additional point value for

- submitting an application in electronic format, nor will ACF penalize any applicant that submits an application in hard copy.
- Applicants may access the electronic application and downloadable application package for this program announcement by using the FIND function at http://www.Grants.gov.
- Applicants may submit all required documents electronically, including all information typically included on the SF-424s, narratives, charts, etc.
- Electronic formats for the application attachments, such as narratives, charts, etc., should use standard software formats, e.g., Microsoft (Word and Excel), Word Perfect, Adobe PDF, JPEG, and GIF, etc..
- Though applying electronically, the application must still comply with any page limitation requirements described in this program announcement.
- When submitting an application via Grants.gov, applicants must comply with all due dates AND times referenced in Section IV.3. Submission Dates and Times of this program announcement.
- Applicants that must demonstrate proof of non-profit status may submit proof at the time of application by attaching the documentation to the electronic application, if they wish to do so. Proof of non-profit status, and any other required documentation, may be scanned and attached as an "Other Attachment." Assurances, certifications, and/or proof of nonprofit status that are not submitted electronically at the time of application, are required to be submitted to ACF by the time of award and in hard copy. Acceptable types of proof of non-profit status are stated earlier in this section of the program announcement under "Eligibility Certification."
- It is strongly recommended that the applicant retain a printed hard copy of the application in case a hard copy must be submitted to ACF.

After the application is submitted electronically, the applicant will receive two emails from Grants.gov:

- An automatic acknowledgement of the application's submission that will provide a Grants.gov tracking number.
- An acknowledgement that the submitted application package has passed or failed a series of checks and validations.

ACF will retrieve the electronically submitted application from Grants.gov. Applicants will receive an email notification from ACF acknowledging that ACF has received the application.

ACF may request that the applicant provide original signatures on forms at a later date.

The Grants.gov website complies with Section 508 of the Rehabilitation Act of 1973. Grants.gov webpages are designed to work with assistive technologies such as screen readers. If an applicant uses assistive technology and is unable to access any material on the site, contact the Grants.gov Contact Center at support@grants.gov for assistance.

Hard Copy Submission of Applications

Applicants that are submitting their application in paper format should submit one original and two copies of the complete application with all attachments, unless directed otherwise. The original and each of the two copies must include all required forms, certifications, assurances, and appendices, be signed by the Authorized Organization Representative (AOR), and be unbound. The original copy of the application must have original signature(s). See Section IV.6 of this announcement for address information for application submissions.

Please refer to *Section VIII* for a checklist of application requirements, their location and due dates that applicants may use in developing and organizing application materials.

Please refer to Section IV.3 for details concerning acknowledgement of received applications.

3. Submission Dates and Times:

Due Date for Applications: 06/22/2009

Explanation of Due Dates

The due date for receipt of applications is referenced above. Applications received after 4:30 p.m., eastern time, on the

due date will be classified as late and will not be considered in the current competition.

Applicants are responsible for ensuring that applications are mailed or hand-delivered or submitted electronically well in advance of the application due date and time.

Mail

Applications that are submitted by mail must be received no later than 4:30 p.m., eastern time, on the due date referenced above at the address listed in *Section IV.6*.

Hand Delivery

Applications hand carried by applicants, applicant couriers, other representatives of the applicant, or by overnight/express mail couriers must be received on or before the due date referenced above, between the hours of 8:00 a.m. and 4:30 p.m., eastern time, at the address referenced in *Section IV.6.*, between Monday and Friday (excluding Federal holidays).

Electronic Submission

Applications submitted electronically via Grants.gov must be submitted no later than 4:30 p.m., eastern time, on the due date referenced above.

ACF cannot accommodate transmission of applications by facsimile or email.

Late Applications

Applications that do not meet the requirements above are considered late applications. ACF shall notify each late applicant that its application will not be considered in the current competition.

ANY APPLICATION RECEIVED AFTER 4:30 P.M., EASTERN TIME, ON THE DUE DATE WILL NOT BE CONSIDERED FOR COMPETITION.

Extension of Deadlines

ACF may extend application deadlines when circumstances such as acts of God (floods, hurricanes, etc.) occur; when there are widespread disruptions of mail service; or in other rare cases. A determination to extend or waive deadline requirements rests with the Chief Grants Management Officer.

Acknowledgement of Received Application

ACF will not provide acknowledgement of receipt of hard copy application packages submitted via mail, courier services, or by hand delivery. Applicants who submit their application packages electronically via http://www.Grants.gov will receive two email acknowledgements from that website:

- An automatic acknowledgement of the application's submission that will provide a Grants.gov tracking number.
- An acknowledgement that the submitted application package has passed or failed a series of checks and validations.

4. Intergovernmental Review of Federal Programs:

State Single Point of Contact (SPOC)

This program is covered under Executive Order (E.O.) 12372, "Intergovernmental Review of Federal Programs," and 45 CFR Part 100, "Intergovernmental Review of Department of Health and Human Services Programs and Activities". Under the Executive Order, States may design their own processes for reviewing and commenting on proposed Federal assistance under covered programs.

Applicants should go to the following URL for the official list of the jurisdictions that have elected to participate in E.O. 12372 http://www.whitehouse.gov/omb/grants_spoc/.

Applicants from participating jurisdictions should contact their SPOC, as soon as possible, to alert them of their prospective applications and to receive instructions on their jurisdiction's procedures. Applicants must submit all required application materials to the SPOC and indicate the date of submission on the Standard Form (SF) 424 at item 19.

Under 45 CFR 100.8(a)(2), a SPOC has 60 days from the application due date to comment on proposed new awards.

SPOC comments may be submitted directly to ACF to: U.S. Department of Health and Human Services, Administration for Children and Families, Office of Grants Management, Division of Discretionary Grants, 370 L'Enfant Promenade SW., 6th Floor East, Washington, DC 20447.

Entities that meet the eligibility requirements of this announcement are still eligible to apply for a grant even if a State, Territory or

Commonwealth, etc., does not have a SPOC or has chosen not to participate in the process. Applicants from non-participating jurisdictions need take no action with regard to E.O. 12372. Applications from Federally-recognized Indian Tribal governments are not subject to E.O. 12372.

5. Funding Restrictions:

Costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions, are unallowable under this grant award.

Grant awards will not allow reimbursement of pre-award costs.

Construction is not an allowable activity or expenditure under this grant award.

Purchase of real property is not an allowable activity or expenditure under this grant award.

The CCF Demonstration Program does not fund direct social service provision; these grants cannot be used to provide direct client services.

The cost of the augmentation or supplanting of direct services is unallowable.

Direct Federal grants, sub-award funds, or contracts under the Department of Health and Human Services shall not be used to support inherently religious activities such as religious instruction, worship, or proselytization.

Organizations that receive CCF funds may not engage in inherently religious activities, such as worship, religious instruction, or proselytization, as part of the programs or services funded with CCF funds.

An organization receiving CCF funds shall not, in providing CCF-funded services, discriminate against a program beneficiary or prospective program beneficiary on the basis of religion or religious belief.

CCF funds may not pay for capacity building activities that support medical and/or health care related activities or items such as medical equipment or supplies or medically-oriented trainings, certifications, or licensures. Intermediaries may not provide a sub-award to a health care organization.

Intermediaries are not to use CCF monies to provide contracts to organizations that provide the intermediary with a cost share match.

6. Other Submission Requirements:

Submit applications to one of the following addresses:

Submission by Mail

Eduardo Hernandez
Administration for Children and Families
Office of Community Services Operations Center
Compassion Capital Fund Demonstration Program
1515 Wilson Boulevard, Suite 100
Arlington, VA 22209

Hand Delivery

Eduardo Hernandez Administration for Children and Families Office of Community Services Operations Center Compassion Capital Fund Demonstration Program 1515 Wilson Boulevard, Suite 100 Arlington, VA 22209

Electronic Submission

See *Section IV.2* for application requirements and for guidance when submitting applications electronically via http://www.Grants.gov.

For all submissions, see *Section IV.3* for information on due dates.

V. APPLICATION REVIEW INFORMATION

1. CRITERIA:

Competing applications for financial assistance will be reviewed and evaluated against the criteria described in this section. The corresponding score values indicate the relative importance that ACF places on each review criterion. Applicants should address these criteria in the process of developing their application, as they are the basis upon which their applications will be judged. Application components may be organized such that a reviewer will be able to follow a seamless and logical flow of information (i.e., from a broad

overview of the project to more detailed information about how it will be conducted).

PROJECT SUMMARY/ABSTRACT - 3 points

An application will be evaluated on the extent to which it includes a project summary/abstract, not to exceed one page, that briefly describes: the applicant organization; the distressed, well-defined service area; the needs of the service area; the training, technical assistance and sub-award project; and an estimate of the numbers and types of organizations expected to receive training and technical assistance and/or sub-awards.

OBJECTIVES AND NEED FOR ASSISTANCE - 10 points

An application will be evaluated on the extent to which it demonstrates that the organization is established and has well-developed connections to and working relationships with the nonprofit community in the well-defined geographic area they propose to serve.

- (a) Service Area (2 Points). An application will be evaluated on the extent to which the applicant identifies a specific, well-defined service area for project implementation. Applicants will be evaluated on the extent that it demonstrates a prior history of involvement in and connectedness to the proposed service area to ensure that the impact of services provided is local and sustained.
- (b) Needs of Service Area (4 Points). An application will be evaluated on the extent to which the specific needs and service availability of the targeted service area are documented and linked to the social service priority areas set forth in this announcement. Applications will be evaluated on the extent to which documentation is provided demonstrating that the proposed project will be implemented in a distressed community and engages organizations that serve lowincome populations and that are working in the social service priority areas specified in this announcement: low-income individuals seeking to gain greater access to State and Federal benefits and tax credits; low-income individuals seeking to secure and retain employment, earn higher wages, and obtain better-quality jobs; low-income individuals and families in need of financial education, credit counseling, and access to individual development accounts and other asset building strategies; the homeless; elders in need; at-risk youth, including Native American youth; and families in transition from welfare to work. See Definitions Section I.B. for distressed community.

- (c) Needs of Nonprofits in Service Area (2 Points). An application will be evaluated on the extent to which it describes the capacity building needs of nonprofit organizations working in the social service priority areas in their proposed service area and provides documentation of those needs from third-party sources, as available. The application will be evaluated on the extent to which the needs of the faith-based and community organizations are linked to the proposed allowable capacity building approach and strategies.
- (d) Project Objectives (2 Points). An application will be evaluated on the extent to which the applicant's objectives are S.M.A.R.T. (specific, measurable, attainable, relevant, and timely), relate to its evaluation design, and support the purposes set forth in this announcement to build the organizational capacity of grassroots organizations in all four critical areas: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement.

APPROACH - 30 points

(a) Training/Technical Assistance Strategy (15 Points). An application will be evaluated on the extent to which it demonstrates the applicant's ability to provide training and technical assistance in all of the four critical areas of capacity building: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement, either on its own or through partnerships. An application will be evaluated on the extent to which outreach and eligibility for technical assistance will reach and be open to both faith-based and community organizations.

Applications will also be evaluated on the extent to which the schedule for accomplishing grant funded activities and major milestones are logical and attainable.

Applications will be evaluated on the extent to which the outlined training and technical assistance strategy is comprehensive; includes a reasonable process to outreach to, identify, and select organizations with capacity building needs to receive training and technical assistance; and provides a rationale for proposed estimates for the number and types of organizations expected to receive training and technical assistance.

Applications will be evaluated on the extent to which plans for providing training and technical assistance thoroughly address all four critical areas of capacity building so that at a minimum, two of the

identified capacity building critical area needs for each organization served will be addressed.

Applications will be evaluated on their ability to describe thoroughly how they will provide appropriate one-on-one technical assistance to sub-awardees.

Applications will be evaluated on whether the proposed plan and approach meets the requirement that a minimum of 50 percent of the technical assistance provided by intermediaries must be in the form of direct and individualized technical assistance to address the identified priority needs of the individual faith-based and community organizations (*i.e.*, "one-on-one" assistance to the organization's leadership, key staff and/or board). Applicants should review Section IV.2. APPROACH to incorporate the CCF program requirements into the proposed training and technical assistance strategy. See also Section I.D. Capacity Building Training and Technical Assistance.

(b) Sub-award Strategy (15 points). An application will be evaluated on the extent to which the applicant's plan for identifying and selecting sub-award recipients through a competitive process is complete and reasonable; provides logical estimates for the types and number of organizations expected to apply for and receive funding; identifies and justifies capacity building needs for which sub-awards may be used that conform with the requirements in this grant announcement. An application will be evaluated on the extent to which it effectively describes a sub-award program that demonstrates the CCF program guidelines for provision of financial assistance through sub-awards.

Applicants should review *Section I.D. Sub-Award Strategy Requirements* to incorporate the CCF program requirements into the proposed sub-award program.

ORGANIZATIONAL PROFILES - 30 points

(a) Past Experience (15 Points). An application will be evaluated on the extent to which it demonstrates that the applicant has a proven track record in providing training and technical assistance to faith-based and community organizations, including concrete examples with specific dates of training and technical assistance that the applicant has provided relating to all four critical areas of capacity building: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement. If organizations propose to collaborate to provide CCF intermediary services, the

applicant must demonstrate the extent to which these organizations possess well-developed working relationships and a history of working together prior to the announcement of this funding opportunity. The proposed geographic coverage area **must be distressed**, well-defined, and reasonable given the physical location of the intermediary and proposed partners and will support the development of ongoing relationships with grassroots organizations served. See *Definitions Section I.B.* for distressed community.

- **(b) Organizational Capability (5 Points)**. An application will be evaluated on the extent to which it describes how the organization is well positioned to support the project and how the proposed project fits into the structure of the applicant's organization. An application will be evaluated to the extent that it provides evidence of facilities, fiscal controls, and other resources that are adequate to achieve project goals. The application will be evaluated on the extent to which the organization's existing mission/purpose and activities are complementary and will support the proposed CCF project. The interaction of this project with other non-CCF activities within the organization and any implications should be clearly explained.
- (c) Project Management Structure and Staffing (10 Points). An application will be evaluated on the extent to which it includes a listing and description of all key positions required to carry out the project, the individuals proposed to fill the positions, a detailed description of the kind of work they will perform, and a one-page organization chart, including staff names, if known. An application will be evaluated on the extent to which it provides evidence demonstrating the staff's skill, knowledge, and experience in carrying out their assigned activities, such as evidence that demonstrates not only the staff's good technical skills, but also a clear record of working with faith-based and community organizations. An application will also be evaluated on the extent to which the above information is provided with regard to consultants or staff from other organizations proposed to work on the project. An application will be evaluated on the extent to which it clearly defines and documents any proposed partnerships with other organizations for purposes of this CCF application, (e.g., significant contributions to the proposed project by each partner; a formal agreement among parties; defined roles and responsibilities appropriate to their natural strengths; and shared decision-making responsibility.)

EVALUATION - 17 points

- (a) Pre-Assessment Strategy (4 Points). An application will be evaluated on the extent to which it describes the methods, strategies, and/or tools, that will be used to provide a baseline assessment of faith-based and community organizations' capacity prior to receiving training and technical assistance from the intermediary. The pre-assessment must address all of the four critical areas of capacity building: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement. An application will be evaluated to the extent that the proposed approach for assessing the organizational capacity building needs of faith-based and community organizations is thorough and reasonable and not limited to the preferences or specific interests/capabilities of the intermediary organization.
- (b) Evaluation Design (5 Points). An application will be evaluated on the extent to which the evaluation design includes: a program logic model *or* other illustration *or* narrative explanation of the relationship between proposed activities and anticipated outcomes; a process component that will document the activities of the project and how the project operates; and an outcomes measurement component that will assess the extent to which the project achieves the expected results. Applicants should review Section IV.2. Results or Benefits Expected, under General Instructions for the Full Project Description, to address specific evaluation guidelines for the CCF Demonstration program.
- (c) Post-Assessment Strategy (4 Points). Applications will be evaluated on the extent to which they describe the methods, strategies, and/or tools that will be used to provide a post-assessment of an organization's capacity after receiving training and/or technical assistance from the intermediary. In particular, the post-assessment should focus on measuring the results and impact of the training, technical assistance, and, where applicable, sub-award activities. An application will be evaluated to the extent that the post-assessment strategy addresses all of the four critical areas of capacity building: 1) leadership development, 2) organizational development, 3) program development, and 4) community engagement, either on their own or through partnerships. An application will also be evaluated on the extent to which it provides a plan detailing assessment intervals for faith-based and community organizations served.
- (d) Data Collection and Analysis (4 Points). An application will be evaluated on the extent to which it describes how project data will be gathered and maintained in regards to the applicant's evaluation design, including pre-and post-assessment data. An application will be

evaluated on the extent to which it describes how project data will be analyzed to determine whether capacity building activities were implemented and achieved measurable results within the organizations served.

BUDGET AND BUDGET JUSTIFICATION - 10 points

(a) Project Budget (8 points). An application will be evaluated on the extent to which it includes a budget that is clear, easy to understand, and provides a detailed justification for the amount requested. An application will be evaluated to the extent that it includes the cost of travel-related expenses for two key personnel with responsibility for the CCF award to attend a mandatory two-day orientation workshop in Washington, DC. An application will also be evaluated on the extent to which the budget includes at least a 20 percent cost share of the total approved project cost from non-Federal funds. The total approved cost of the project is the sum of the ACF share and the non-Federal share. The non-Federal share may be met by cash or in-kind contributions, although applicants are encouraged to meet their match requirements through cash contributions. Please refer to Section 111.2. for information on Cost Sharing or Matching including sample calculations.

Applicants should refer to the budget information presented in the SF-424 and SF-424A and to the BUDGET AND BUDGET JUSTIFICATION instructions in *Section IV.2.*, General Instructions for the Full Project Description.

(b) Last Two Fiscal Years' Operating Budgets (2 points). An application will be evaluated on the extent to which it includes the last two fiscal years' operating budgets of the applicant and that these budgets demonstrate that the total Federal amount requested is reasonable and manageable. The application will be evaluated based on the extent to which the amount requested under the funding announcement is proportional to the size of the applicant's recent operating budgets. For example, it would be unreasonable for an organization that operated with \$100,000 in 2007 and \$110,000 in 2008 to request \$500,000 in Federal funds. Detailed breakdowns of the organizational operating budget are not required.

2. Review and Selection Process:

No grant award will be made under this announcement on the basis of an incomplete application. Initial ACF Screening: Each application will be screened to determine whether it was received by the closing date and time and whether the requested amount exceeds the stated ceiling. Late applications or those exceeding the funding limit will be returned to the applicants with a notation that they were unacceptable and will not be reviewed.

Applications that pass the initial ACF screening will be reviewed and scored competitively. Experts in the field, generally persons from outside the Federal Government, will use the evaluation criteria listed in *Section V.1.* of this announcement to review and score the applications. The strengths and weaknesses of the application as identified by expert reviewers will be a primary factor in making funding decisions. ACF may also solicit comments from Regional Office staff and other Federal agencies. ACF may consider a variety of factors in addition to the review criteria identified above, including geographic diversity/coverage and types of applicant organizations and the service area, in order to ensure that the interests of the Federal Government are met in making the final selections. Furthermore, ACF may limit the number of awards made to the same or affiliated organizations although they would serve different geographic areas.

Applications must adhere to the funding restrictions described in Section IV.5.

OCS will give preference to organizations that demonstrate that the Federal amount requested is reasonable and manageable as evidenced by the organization's last two fiscal years' operating budgets.

Please refer to *Section IV.2* of this announcement for information on non-Federal reviewers in the review process.

Approved but Unfunded Applications

Applications that are approved but unfunded may be held over for funding in the next funding cycle, pending the availability of funds, for a period not to exceed one year.

3. Anticipated Announcement and Award Dates:

September 2009

VI. AWARD ADMINISTRATION INFORMATION

1. Award Notices:

Successful applicants will be notified through the issuance of a Notice of Award (NoA) document that sets forth the amount of funds granted, the terms and conditions of the grant, the effective date of the grant, the budget period for which initial support will be given, the non-Federal share to be provided (if applicable), and the total project period for which support is contemplated. The NoA will be signed by the Grants Officer and transmitted via postal mail.

Following the finalization of funding decisions, organizations whose applications will not be funded will be notified by letter, signed by the Program Office head.

2. Administrative and National Policy Requirements:

Grantees are subject to the administrative requirements in 45 CFR Part 74 (for non-governmental entities) or 45 CFR Part 92 (for governmental entities).

Direct Federal grants, sub-award funds, or contracts under this ACF program shall not be used to support inherently religious activities such as religious instruction, worship, or proselytization. Therefore, organizations must take steps to separate, in time or location, their inherently religious activities from the services funded under this program. Regulations pertaining to the Equal Treatment for Faith-Based Organizations, which includes the prohibition against Federal funding of inherently religious activities, can be found at the HHS web site at: http://www.hhs.gov/fbci/waisgate21.pdf.

A faith-based organization receiving HHS funds retains its independence from Federal, State, and local governments, and may continue to carry out its mission, including the definition, practice, and expression of its religious beliefs. For example, a faith-based organization may use space in its facilities to provide secular programs or services funded with Federal funds without removing religious art, icons, scriptures, or other religious symbols. In addition, a faith-based organization that receives Federal funds retains its authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents in accordance with all program requirements, statutes, and other applicable requirements governing the conduct of HHS funded activities.

Additional information on "Understanding the Regulations Related to the Faith-Based and Community Initiative" can be found at: http://www.hhs.gov/fbci/regulations/index.html.

HHS Grants Policy Statement

The HHS Grants Policy Statement (GPS) is the Department of Health and Human Services new single policy guide for discretionary grants and cooperative agreements. Unlike previous HHS policy documents, the GPS is intended to be shared with and used by grantees. It became effective October 1, 2006 and is applicable to all Operating Divisions (OPDIVS), such as the Administration for Children and Families (ACF), except the National Institutes of Health (NIH). The GPS covers basic grants processes, standard terms and conditions, and points of contact, as well as important OPDIV-specific requirements. Appendices include a glossary of terms and a list of standard abbreviations for ease of reference. The GPS may be accessed at http://www.acf.hhs.gov/grants/grants-related.html.

Other Administrative and National Policy Requirements

An awarded grant application and release of funds does not constitute or imply compliance with Federal regulations; grantees are responsible for ensuring that their activities comply with Federal regulations.

3. Reporting Requirements:

Grantees will be required to submit performance progress and financial reports periodically throughout the project period. Frequency of reporting is listed later in this section.

Beginning with FY 2009 awards, most ACF grantees will begin using the a Standard Form (SF) for required performance progress reporting (PPR). The SF-PPR is a standard government-wide performance progress reporting format consisting of a series of forms implemented by Federal agencies to collect performance information from award recipients. Most ACF grantees will begin using the standard format implemented through ACF's Office of Grants Management (OGM), entitled the "ACF-OGM-SF-PPR." Use of the ACF-OGM-SF-PPR will begin for new awards and continuation awards made by ACF in FY 2009. At a minimum, grantees will be required to submit the ACF-OGM-SF-PPR, which consists of the ACF-OGM-SF-PPR Coversheet and the ACF-OGM-SF-PPR Appendix B Program Indicators.

ACF Programs that utilize other SF-PPR reporting formats, or other reporting forms or formats that differ from the new ACF-OGM-SF-PPR, have listed those forms or formats below. Grant award documents will inform grantees of the appropriate performance progress report form or format to use beginning in FY 2009.

Grantees will continue to use the Financial Status Report (FSR) SF-269 (long form) for required financial reporting.

The SF-269 (long form) and the ACF-OGM-SF-PPR may be found at http://www.acf.hhs.gov/grants/grants-resources.html. Grantees should consult their award documents to determine the appropriate performance progress report format required under their award.

Performance progress and financial reports are due 30 days after the end of the reporting period. Final program performance and financial reports are due 90 days after the close of the project period.

Final reports may be submitted in hard copy to the Grants Management Office Contact listed in Section VII. of this announcement.

Program Progress Reports: Semi-Annually

Financial Reports: Semi-Annually

Grantees under this program will use a semi-annual performance progress report (SF- PPR) specific to Compassion Capital Fund (CCF) awards.

VII. AGENCY CONTACTS

Program Office Contact:

Thom Campbell
Administration for Children and Families
Office of Community Services Operations Center
Compassion Capital Fund Demonstration Program
1515 Wilson Boulevard, Suite 100
Arlington, VA 22209

Phone: (800) 281-9519 Email: ocs@lcgnet.com

For hearing or speech impaired callers, contact the Federal Relay Service at 1-800-877-8339 (TTY (Text Telephone) / ASCII (American Standard Code For Information Interchange)).

Grants Management Office Contact:

Katrina Morgan Administration for Children and Families Office of Grants Management Compassion Capital Fund Demonstration Program 1515 Wilson Boulevard, Suite 100 Arlington, VA 22209

Phone: (800) 281-9519 Email: ocs@lcgnet.com

For hearing or speech impaired callers, contact the Federal Relay Service at 1-800-877-8339 (TTY (Text Telephone) / ASCII (American Standard Code For Information Interchange)).

VIII. OTHER INFORMATION

Additional information about this program and its purpose can be located on the following website: http://www.acf.hhs.gov/programs/ccf/.

Checklist

You may use the checklist below as a guide when preparing your application package.

What to Submit	Where Found	When to Submit
SF-424	Referenced in Section IV.2 under "Forms" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By application due date found in Overview and Section IV.3.
SF-424A	Referenced in Section IV.2 under "Forms" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By application due date found in Overview and Section IV.3.
Table of Contents	Referenced in Section IV.2 of the announcement.	By application due date found in Overview and Section

		IV.3.
Project Summary/Abstract	Referenced in Section IV.2. and V.1. of the announcement.	By application due date found in Overview and Section IV.3.
Project Description	Referenced in Section IV.2 of the announcement.	By application due date found in Overview and Section IV.3.
Budget and Budget Justification	Referenced in Sections IV.2. and V.1. of the announcement	By application due date found in Overview and Section IV.3.
Last Two Years of Annual Operating Budget	Referenced in Sections IV.2. and V.1. of the announcement.	By application due date found in Overview and Section IV.3.
Documentation of Non-Federal Resources	Referenced in Section IV.2 of the announcement under "Project Description."	By application due date found in Overview and Section IV.3.
Proof of Non-Profit Status	Referenced in Section IV.2 of the announcement under "Eligibility Certification."	By date of award.
Staff and Position Data	Found in Section IV.2. under "Project Description."	By application due date found in

		Overview and Section IV.3.
SF-424B	Referenced in Section IV.2 under "Forms" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By application due date found in Overview and Section IV.3.
Certification Regarding Lobbying	Referenced in Section IV.2 of the announcement under "Certifications" and found at http://www.acf.hhs.gov/grants/grants_resources.html	By date of award.
SF-LLL	"Disclosure Form to Report Lobbying" is referenced in Section IV.2 under "Certifications" and found at http://www.acf.hhs.gov/grants/grants/resources.html Submission of this form is required if any funds have been paid, or will be paid, to any person for influencing, or attempting to influence, an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan.	By application due date found in Overview and Section IV.3.
Letters of Support	Referenced in Section IV.2 of the announcement under "Project Description."	By application due date found in Overview and Section IV.3.
Survey on Ensuring Equal Opportunity for Applicant (voluntary)	Non-profit private organizations (not including private universities) are encouraged to submit the "Survey on Ensuring Equal Opportunity for Applicants" with their applications. Applicants using a hard copy application, place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. Applicants applying electronically, please submit this survey along with your application. The Survey is referenced in Section IV.2 of the announcement under "Forms." The Survey may be found at http://www.acf.hhs.gov/grants/grants-resources.html	By application due date.

This program is covered under E.O. 12372, "Intergovernmental Review of Federal Programs," and 45 CFR Part 100, "Intergovernmental Review of Department of Health and Human Services Programs and activities". Applicants must submit all required application materials to the State Single Point of Contact (SPOC) and indicate the date of submission on the Standard Form (SF) 424 at item 19.	Applicants should go to the following URL for the official list of the jurisdictions that have elected to participate in E.O. 12372 http://www.whitehouse.gov/omb/grants_spoc/ as indicated in Section IV.4 of this announcement.	By application due date found in Overview and Section IV.3.

Date: 05/01/2009 Yolanda J. Butler, Ph.D.

Acting Director

Office of Community Services